

**MASSACHUSETTS DEPARTMENT OF CORRECTION
DEPARTMENT VISION, MISSION AND QUARTERLY/ANNUAL REPORTS
103 DOC 100
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MASSACHUSETTS DEPARTMENT OF CORRECTION	OFFICE OF THE COMMISSIONER
DEPARTMENT VISION, MISSION AND QUARTERLY/ANNUAL REPORT	103 DOC 100

PURPOSE: To establish Department of Correction ("Department") policy concerning agency vision, mission and core values.

REFERENCES: M.G.L. c. 124 § 1(c), (q)

APPLICABILITY: Staff

PUBLIC ACCESS: Yes

LOCATION: Department Central Policy File
Each Institution's Policy File

RESPONSIBLE STAFF FOR IMPLEMENTING AND MONITORING OF POLICY:

- Commissioner
- Superintendents
- Deputy Commissioner of Prison Division

EFFECTIVE DATE: 10/01/2013

CANCELLATION: 103 DOC 100.00 cancels all previous Department policies, statements, bulletins, directives, orders, notices, rules or regulations regarding the Department's philosophy and goals, which are inconsistent with this policy.

SEVERABILITY: If any part of 103 DOC 100.00 is for any reason held to be in excess of the authority of the Commissioner, such decision shall not affect any other part of this policy.

100.01 DEPARTMENT VISION STATEMENT

To effect positive behavioral change in order to eliminate:

- Violence
- Victimization
- Recidivism

100.02 DEPARTMENT MISSION STATEMENT

Promote public safety by managing offenders while providing care and appropriate programming in preparation for successful re-entry into the community.

- Manage
- Care
- Program
- Prepare

100.03 DEPARTMENT CORE VALUES

- Responsible
- Respectful
- Honest
- Caring

100.04 MISSION AND GOALS STATEMENT FOR CORRECTIONAL INSTITUTIONS AND DIVISION HEADS

1. Each institution shall develop an institution-specific mission statement, which shall be posted on its Intranet page. This mission statement shall be reviewed annually and updated as needed. As such, each mission statement posting shall include a date signifying the most recent mission statement review and update.
2. The Department's Strategic Plan outlines agency goals, objectives, strategies and performance measures, which each Institution and Division shall adopt.
3. These goals, objectives, strategies and performance measures shall be updated annually, in accordance with 103 DOC 175: Department Strategic Planning, Management, Accountability and Performance Process.

100.05 ONGOING GUIDANCE

Department vision and mission statements, core values, goals and objectives are captured in the Department multi-year Strategic Plan. The Commissioner shall communicate any changes in Department goals and priorities to employees through the Office of Strategic Planning and Research, which may include collection and maintenance strategies, action plans and performance measures.

100.06 QUARTERLY AND ANNUAL REPORTS

Each Superintendent shall submit a quarterly report to the Office of the Deputy Commissioner of Prison Division, utilizing Attachment A, for review and edits if necessary. The Office of the Deputy Commissioner of Prison Division shall then forward the quarterly reports to the Commissioner's Office, with a copy to the Performance Measures Division. Using the quarterly reports as a guide, the Commissioner's Office shall prepare an annual report that includes narrative and statistical data on its objectives, programs and services. This report will be posted on the Department's Internet site for public viewing.

MASSACHUSETTS DEPARTMENT OF CORRECTION

FACILITY NAME _____

INSTITUTIONAL QUARTERLY REPORT

_____ **QUARTER**

ATTACHMENT A

Effective October 2013

Major Developments and Progress:

Please note major developments and progress in each department or administrative unit during the reporting quarter relating to the strategic plan goals.

Goal: Maintain and enhance prison safety and security for the public, staff and inmates.	1.
	2.
	3.
	4.
	5.

Goal: Effectively prepare inmates for transition into communities to reduce crime and victimization, reduce recidivism and promote rehabilitation and reentry	1.
	2.
	3.
	4.
	5.

<p>Goal:</p> <p>Collaborate with external stakeholders to achieve mutual goals and objectives</p>	1.
	2.
	3.
	4.
	5.

<p>Goal:</p> <p>Maximize efficiency through process improvements</p>	1.
	2.
	3.
	4.
	5.

<p>Goal:</p> <p>Achieve work force excellence</p>	1.
	2.
	3.
	4.
	5.

Goal: Promote and enhance communication both internally and externally	1.
	2.
	3.
	4.
	5.

Goal: Create a healing environment	1.
	2.
	3.
	4.
	5.

Major Incidents: Please refer to the Duty Log for major incidents	Population data: Please refer to institution fact card
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Staff morale: Number of employee forums held _____ Current assessment of employee morale is excellent _____ good _____ poor _____

Inmate morale:

Number of inmate grievances filed_____

Current assessment of inmate morale is
excellent _____good _____poor _____**Major Problems and plans for solving them:**

Please describe the three (3) most pressing problems and plans for solving them:

Major problem	Proposed solution
1.	
2.	
3.	
Comments:	